



THE SECRETARY OF THE NAVY

WASHINGTON DC 20350-1000

OCT 14 2015

From: Secretary of the Navy
To: President, FY-17 Navy Reserve Rear Admiral Line and Staff
Corps Promotion Selection Boards

Subj: ORDER CONVENING THE FY-17 PROMOTION SELECTION BOARDS TO
CONSIDER OFFICERS IN THE LINE AND STAFF CORPS ON THE
RESERVE ACTIVE-STATUS LIST OF THE NAVY FOR PROMOTION TO
THE PERMANENT GRADE OF REAR ADMIRAL

Ref: (a) FY-17 Active-Duty and Reserve Navy Flag Officer
Promotion Selection Board Precept

Encl: (1) Board Membership

1. Date and Location

a. The promotion selection boards, consisting of you as president and the officers listed in enclosure (1), are ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, Thursday, October 22, 2015, or as soon as practicable thereafter.

b. The boards shall proceed in accordance with all guidance in this letter and the FY-17 Active-Duty and Reserve Navy Flag Officer Promotion Selection Board Precept, reference (a).

2. Promotion Board Authorized Selections. The zones for selection to flag have been set forth in the FY-17 Navy Reserve Flag Officer Promotion Plan. The boards may recommend up to the number I have provided below.

<u>COMPETITIVE CATEGORY</u>	<u>NUMBER TO SELECT</u>
Unrestricted Line	3
Unrestricted Line (FTS)	1
Staff Corps	
Senior Health Care Executive	1
Supply Corps	1
Civil Engineer Corps	1

3. Best and Fully Qualified Selection Standard

a. Fully Qualified. All officers recommended for promotion must be fully qualified; that is, each officer recommended must be capable of performing the duties of the next higher pay

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grade. Officers that do not meet this standard shall not be recommended for promotion.

(1) Officers fully qualified for promotion demonstrate an appropriate level of leadership, professional skills, integrity, management acumen, grounding in business practices, and resourcefulness in difficult and challenging assignments. Their personal and professional attributes include adaptability, intelligent risk-taking, critical thinking, innovation, adherence to Navy and DoD ethical standards, physical fitness, and loyalty to the Navy Core Values.

(2) The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified officers must have shown the ability to successfully lead and mentor a diverse workforce, while executing the Navy's strategic diversity initiatives and effectively retaining the right quality and quantity of performance-proven personnel.

b. **Best Qualified.** Among the fully qualified officers, you must recommend for promotion the best qualified officers within their respective competitive category. The following core considerations should guide your recommendations. Members assigned to brief individual records are expected to use these considerations to guide the review and structure of their briefs. Each board member is expected to apply this guidance when deliberating and voting. Considerations are:

(1) **Proven and Sustained Performance**

(a) You are statutorily required to pick the best qualified officers. Proven and sustained superior performance in command and leadership positions in difficult and challenging assignments is the ultimate test of fitness for promotion. This is the number one factor that should guide your recommendations.

(b) When applying this factor, you must consider that the future Navy and joint force leadership will be comprised of a mix of officers that have excelled in both traditional career paths and alternate career paths. You must consider the critical competency/skill sets developed by officers who have excelled in alternate career paths. Further, these boards are chartered to select the future leadership of the Navy. Superior leadership skills may be developed in a variety of assignments, and may be found across the Navy from various communities, platforms, and career paths. There are no

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expectations that flag officers must be selected from only certain communities or platform assignments. Your challenge is to look broadly across the Navy without regard to community, platform, or career path to select the best qualified officers to serve as the future leaders of the Navy.

(c) Our dynamic Navy requires equal consideration to those who have served in non-traditional, combat-related, nation-building roles. Successful performance and leadership in combat conditions demonstrate exceptional promotion potential and should be given special consideration.

(d) You should also consider for promotion those men and women possessing the education, experience, and language skills that help improve the Navy's gender and cultural awareness and those who demonstrate mentoring skills that enhance the professional development of the Navy's future male and female leaders and the wide and varied diversity of the Navy.

(e) A critical goal of the Navy is to encourage -- to demand -- innovation and efficiency to ensure that we retain an adaptive, flexible, and effective naval force able to anticipate events and win across the spectrum of conflict. In your consideration, recognize that the continued preeminence of the Navy in the future is inextricably linked to its ability to successfully change and to manage for efficiency. Our future depends on male and female leaders who have demonstrated their awareness of this fact. Within the charter of best and fully qualified, seek to select these officers.

1. In this age of limited resources and fiscal constraints, application of energy resource management and technology is of vital importance. Our institution must create energy solutions that make facilities and installations more energy efficient and encourage superior management of energy resources.

2. Likewise, we must not restrict or limit the opportunity of any Navy officer to think creatively, develop new ideas, take prudent risks, and maximize capabilities through sound management practices. Bear in mind that, in the context of a changing Navy, officers demonstrating innovative thinking, efficient management skills, prudent risk taking, and effective business practices, may reflect a variety of backgrounds.

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(2) **Education / Personal and Professional Development**

(a) The Navy's ability to support future operational requirements depends on a well-educated and trained officer workforce. The Navy needs officers who have helped create a culture of continuous learning demonstrated by their professional development through education and training. You shall favorably consider professional military education (PME), leadership development, and experience in specialized areas. The PME Continuum integrates four components of education: Advanced Education, Navy-Specific Professional Military Education (NPME), Joint Professional Military Education (JPME), and Leadership Development. Best and fully qualified candidates seek opportunities to improve performance by increasing their knowledge throughout their careers.

(b) Applying advanced education and achieving specialized skills as reflected in Additional Qualification Designator (AQD) codes and Navy Officer Billet Classifications (NOBCs) are significant career milestones.

(3) **Direct Support of Overseas Contingency Operations (OCO) / Irregular Warfare.** The boards should give favorable consideration to those officers who, while serving leadership assignments in the grade of O-5 or above, have displayed superior performance in direct support of OCO or in Irregular Warfare assignments, in particular those assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions. Such assignments may not be typical of the officer's traditional community career path and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

4. **Competency / Skill Guidelines.** Per title 10, U.S. Code, section 14107(b)(4), the promotion selection boards convened by this order to consider eligible officers in the Staff Corps shall apply the following guidelines relating to Navy's need for rear admirals who possess the competencies and skills indicated.

a. **Supply Corps Considerations.**

(1) Future leaders of the Supply Corps should possess:

(a) Broad experience in the Navy's operational forces and the logistics support network which supports them.

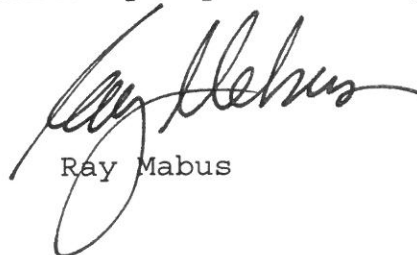
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(b) Acknowledged leadership within one primary line of operation (supply chain management, acquisition, or operational logistics), and experience in one or more other primary and secondary lines of operation (business management, operations analysis, and comptrollership/financial management).

(c) Exceptional leadership skills with demonstrated integrity and success in command.

(2) The Navy Reserve Supply Corps greatly values professional development in all forms, including master's level education, JPME, and logistics related industry experience. Among these are professional certifications in Defense Acquisition Workforce Improvement Act (DAWIA) communities or other non-DoD equivalent credentialed certifications that document expertise in business, logistics, acquisition and supply chain management. Successful performance in a joint or combined environment is valued, as is the demonstrated capability to work well in the inter-agency setting. The Supply Corps and Navy require that Flag Officers serve in a broad spectrum of assignments requiring expertise in diverse functional areas to support the National Security Strategy.

b. Senior Health Care Executive Considerations. Navy Medicine needs leaders with knowledge and significant recent experience in a variety of settings including operational medicine, joint medical operations and current peacetime health care delivery initiatives. The Navy requires officers who have the energy to create and communicate the organization's vision, as well as build and motivate teams to accomplish that vision. They must understand and use best business tools and clinical practices in managing our military population's health. They must possess broad knowledge in the support of the operating forces as well as acknowledged leadership within their specialty. Those selected must have demonstrated exceptional managerial skills and professional competence in executive and staff roles, both in support of the fleet and within the Naval shore establishment. Although there is no set career path for upward mobility, those you select will be placed in positions that require broad military and medical perspectives beyond the Department of the Navy.



Ray Mabus

**BOARD MEMBERSHIP
FY-17 NAVY RESERVE
REAR ADMIRAL LINE AND STAFF
PROMOTION SELECTION BOARD**

1. Unrestricted Line

VADM Joseph E. Tofalo, USN (SS) (President)
RADM Margaret D. Klein, USN (AV)
RADM Eric C. Young, USNR (SW)
RADM Sean S. Buck, USN (AV/NFO)
RADM(S) Mark L. Leavitt, USNR (AV)
RADM(S) Lawrence B. Jackson, USNR (SW)
RADM(S) Scott B. J. Jerabek, USNR (SW)

2. Unrestricted Line (Full Time Support)

VADM Joseph E. Tofalo, USN (SS) (President)
RADM Margaret D. Klein, USN (AV)
RADM Eric C. Young, USNR (SW)
RADM Sean S. Buck, USN (AV/NFO)
RADM(S) Mark L. Leavitt, USNR (AV)
RADM(S) Lawrence B. Jackson, USNR (SW)
RADM(S) Scott B. J. Jerabek, USNR (SW)

3. Senior Health Care Executive

VADM Joseph E. Tofalo, USN (SS) (President)
RADM Margaret D. Klein, USN (AV)
RADM Eric C. Young, USNR (SW)
RADM(S) Lawrence B. Jackson, USNR (SW)
RADM(S) Christina M. Alvarado, USNR (NC)

4. Supply Corps

VADM Joseph E. Tofalo, USN (SS) (President)
RADM Margaret D. Klein, USN (AV)
RADM Eric C. Young, USNR (SW)
RADM Althea H. Coetzee, USNR (SC)
RADM(S) Lawrence B. Jackson, USNR (SW)

5. Civil Engineer Corps

VADM Joseph E. Tofalo, USN (SS) (President)
RADM Margaret D. Klein, USN (AV)
RADM Paula C. Brown, USNR (CEC)
RADM Eric C. Young, USNR (SW)
RADM(S) Lawrence B. Jackson, USNR (SW)

6. CAPT Theodore P. LeClair, USNR, will act as recorder with CDR Lisa M. Toleno, USNR acting as assistant recorder. The recorder or assistant recorder will be present during all deliberations.

7. The following personnel are designated to serve as administrative support personnel to the boards:

RDML David F. Steindl
RDML Kenneth R. Whitesell
CAPT Bradley J. Cordts
CAPT Paul L. Dinius
CAPT Mark C. Holley
CAPT Martin L. Pompeo
CAPT Henry P. Roux, Jr.
CDR Howard M. Bryant
CDR Matthew F. Phelps
CDR John W. Popham
CDR Steven J. Skretkowicz
CDR Jeffrey R. Vignery
LCDR Price W. Balderson
LCDR Shelley E. Branch
LCDR Kristopher M. Brazil
LCDR Elizabeth Ellsworth
LCDR Matthew M. Langreck
LCDR Leon M. Leflore
LCDR Andrew M. McGinly
LCDR Stephen P. Milloway
LCDR Timothy D. OBrien
LCDR Eric A. Polonsky
LCDR Jeremy S. Yarbrough
LT Erin T. Janofski
LT Matthew S. King
LT Maura K. Leary
LT Vincent N. Perry
LT Edward R. Polk
LT Christopher N. Pratt
LT Van E. Stewart
LT Donald J. Todorowski
LT Troy L. Wright
LTJG Robert R. Allen
CWO3 Mitchell D. Allen
CWO2 Dawn R. Slayton
PSCM(SW/AW) C. E. Christiansen
PSCM(AW) Robert A. Ferrari
YNCM(SW/AW/EXW) Leo S. Godet
YNCS(SW/AW/IDW) A. Shuttlesworth
PSC(SW/AW) Patrick R. Harris
YNC(SW/AW) Kari A. Betancourt
YNC(EXW/IDW/SCW) Byron J. Capps
YNC(SS) Michael W. Mason
PS1(SW/AW) J. J. Pennington II
PS1(AW) Alexandria C. Werkheiser
LS1(AW/SW) Kedrick D. Cockrell
YN2(SW/AW) Alexis O. Williams

Mr. James M. Barlett
Mr. Julion A. Bend
Ms. Patricia O. Boothe
Ms. B. J. Callis
Mr. Clarence Carver
Mr. John R. Crotts
Mr. John Frantz
Mr. Christopher Garner
Ms. Elizabeth J. Garrett
Mr. Max H. Hodge
Mr. Michael Jennings
Mr. Juan J. Jimenez
Ms. Kim E. Kirk
Ms. Karen M. Kumnick
Mr. James D. Law
Mr. Thomas R. Lewis
Ms. Nancy P. Lubiani
Mr. Paul D. Martin
Mr. Anthony L. Matthews
Ms. Karon D. Matthews
Ms. Lynda C. McKinney
Mr. Tommy D. Owens
Mr. James A. Price
Mr. Stephen R. Ranne
Ms. Amy C. Ray
Mr. Stanley Robinson
Mr. Jay A. Rublaitus
Ms. Edna M. Shannon
Ms. Angie L. Smith
Ms. Jennifer M. Summers
Mr. Jim C. Tanner
Ms. Martha Uselton
Mr. Carl R. Waelde
Mr. Brian L. Wenger
Ms. Deborah A. Wilson
Mr. Jason T. Winfield
Ms. Mindee M. Wolven
Mr. Christopher J. Zaller